

Ahead — Choices, Changes, Challenges

POST-VIETNAM. CAPT. BLACK RECEIVES HIS FIRST COMPANY
COMMAND, OCTOBER 1971.

MANDANT RETIREMENT

From the Commandant

As we enter a new fiscal year and PPBS cycle, it seems fitting that our feature interview for this issue is with Dan Czelusniak, the Pentagon's Director, Acquisition Program Integration (API) (p. 2). For those of you now gearing up for this year's PPBS cycle, be sure to read Dan's comments on the PPBS process. He speaks from the perspective of one who has worked both sides of the house – as a PEO preparing inputs into the PPBS; and as Director, API, reviewing and approving PPBS outputs to the OSD Comptroller and Office of Management and Budget.

On p. 10, Eleanor Spector, Director of Defense Procurement, graciously allows us to reprint her speech at the 5th Annual Dun & Bradstreet Conference. Speaking on the subject of "Improving and Standardizing DoD Procurement Business Processes," she focuses on the Standard Procurement System and the Central Contractor Registry (CCR) Database – two initiatives that will have a profound impact on the way we do business.

Donald Campbell, President Century Technologies, Inc., and member of our Board of Visitors, writes a very interesting Op-Ed (p. 38) on acquisition reform and its impact on small businesses' ability to successfully compete for contracts.

Once again, our College was privileged to host the Sixth Semiannual PEO/SysCom Commanders/PM Conference, October 16-17 (p. 80). This semiannual conference gathers together some of the best and brightest in the AWF: the Defense Systems Affordability Council, senior acquisition and technology executives, DoD Component Acquisition Executives, senior logistics executives, Service Program Executive Officers, System/Materiel Command Commanders, selected PMs, industry leaders, and other key DoD personnel.

Following on with the theme of the previous conference last spring, the conferees continued to explore ways of reducing total ownership costs throughout the entire system life cycle. A special highlight of the conference was a well-deserved presentation of the David Packard Award for Acquisition Excellence to Acting Under Secretary Longuemare (p. 85).

In this issue, we present a large variety of acquisition topics, ranging from basic program management skills (p. 46), to the FBI's newest Automated Fingerprint Identification System (p. 72).

On the technical side, we feature the Digitized C² System for Medical and Tactical Commanders (p. 13) and the Joint Tactical Information Distribution System (JTIDS) (p. 28). Other topics of interest include the Small Business Innovation Research (SBIR) Program (p. 16); an interview with our APMC defense industry students (p. 22); a legislative update on the Truth in Negotiations Act (TINA) as it affects the Federal Acquisition Streamlining Act (FASA) (p. 50); and on p. 57, a brief message from the Director of our last Systems Acquisition for Contracting Personnel Course.

Here at the College we have three important senior leadership changes to announce. Effective October 1, my Provost and Deputy Commandant, Ed Hirsch, requested to return to his former position at the College as Chair for Acquisition Management in our DSMC Executive Institute. I let him go with regret; Ed's talents and



DSMC COMMANDANT ANNOUNCES RETIREMENT (CONTINUED...)

contributions to this College may never be fully recognized or lauded, simply because they're too numerous, and most often behind-the-scenes.

Simultaneously, we selected an outstanding member of our faculty – Rich Reed, our current Dean of Faculty – to fill Ed's shoes. A search is now ongoing for our new Dean of Faculty to replace Rich.

But I'm not through yet. There's one more senior leadership position at the College that will soon change hands – mine. After 30 years of active duty, I've requested retirement effective February 1, 1998. Please indulge me while I devote the rest of this column to what I'll call my "State of the College" farewell message.

A Reputation to Uphold

DSMC deservedly has earned the reputation of being the premier institution in the world dedicated to acquisition education. This reputation is the result of the superb efforts and accomplishments of our staff and faculty over the 26 years of our corporate existence; and confirmed over and over again by the success of our graduates, both government and industry.

Our constant challenge is to maintain and enhance that reputation by continuous improvement of all of our products and services to better serve the AWF and our ultimate customers – the warfighters. That has been an enormous task during the past four years as Acquisition Reform, in statutes such as the Federal Acquisition Streamlining Act, Federal Acquisition Reform Act, and the Information Technology Management Reform Act were enacted, and the new DoD 5000-series published.

To meet that challenge demands the continued, aligned focus of all members of our staff and faculty to the objective of delivering the best education, training, research, consulting, and publication products to the AWF.

Yes, We Have a Plan...

We have developed a corporate plan that will facilitate our efforts to maintain our focus and meet this tremendous educational challenge. Our plan contains a set of six initiatives, approved by the Defense Acquisition Career Development Council (DACDC), that identifies and describes the individual steps we must take to be the education and training leader of the AWF into the 21st Century.

Regional Operations. Increase our capability to support the Defense Acquisition University (DAU) in its course offerings to the AWF by operating teaching facilities at on-site locations. These regional education centers include the "big 10" areas with the heaviest AWF concentration: Aeronautical Systems Center; Electronic Systems Center; Space and Missile Systems Center; NAVAIR; NAVSEA; SPAWAR; Communications-Electronics Command; Tank Automotive and Armaments Command; Aviation and Missile Command; and finally, the Fort Belvoir/Washington D.C., area.



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This initiative will permit us to reach more members of the AWF closer to their workplace, at significantly lower cost, reduced travel time, with fewer days away from their jobs.

Distance Learning. Exploit distance learning techniques to facilitate education to the AWF. This initiative will be coordinated with our regional efforts to deliver instruction to regional sites without incurring the cost of sending instructors to those locations by using computer-based training or Video TeleTraining (VTT).

Instruction will be provided by a variety of techniques to Information Technology-equipped classrooms, computer learning resource centers, or directly to an individual learner via the Internet.

Continuing Education. Develop, package, and deliver continuing education and training to keep the AWF current. The College, as a part of DAU, will provide course instruction, workshops, seminars, conferences, satellite broadcasts, traveling on-site teams, Internet and/or CD-ROM instructional packages, guidebooks, and other distance learning activities to support continuing education for the AWF.

Research and Consulting. Expand research and consulting to serve a greater number of customers in the AWF. The College has always provided such services to the AWF, Congress, senior members of OSD, other federal agencies, and foreign governments. To the extent resources will permit, we are committed to expanding our capability to provide these services to the AWF and other customers. Some of these services will be provided on a fee-for-service basis.

Non-DAWIA Student Base. Expand capability to offer courses to the non-DAWIA (DoD) AWF, to defense industry, and to the AWF of other federal agencies. This initiative recognizes the critical need of acquisition personnel, beyond those identified in the DAWIA legislation, for acquisition education and training.

Staff and Faculty. The measure of quality of any educational institution is the quality of its faculty and support staff. The qualifications, capabilities, and accomplishments of our personnel have been acknowledged as exemplary; however, that is history. *The future of the College depends upon our individual and collective ability to so improve our faculty as to be recognized as world-class.*

The improvement process must include highly selective recruitment efforts, seeking renowned experts in appropriate fields either as full-time, adjunct, or visiting professors; enhancing the professionalism and currency of existing faculty; and targeted hiring of faculty members with expertise in new fields required by the changing needs of the workforce.

Looking Forward

The education and training of the AWF is increasingly important as acquisition personnel and fiscal resources continue to decline. The superb people remaining in the workforce must possess the current knowledge, skills, and ability to perform their challenging tasks better and faster – not by merely working harder, but by working smarter. The overarching challenge to DSMC in the future is to provide the best possible education and training to the workforce. I have every confidence that the College will meet that challenge.

—Brig. Gen. Richard A. Black
U.S. Army
Commandant